

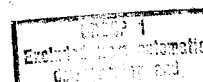
21 December 1966

**MEMORANDUM FOR DEPUTY TO THE DCI FOR NATIONAL  
INTELLIGENCE PROGRAMS EVALUATION****SUBJECT: Response to Questions Regarding Support to DCI in Relating  
Intelligence Requirements and Resources**

1. My response to the first question as to the appropriate organizational support is that the DCI in reaching his decisions should have available the advice and assistance of both the USIB and its committees, and a separate staff (e.g., D/DCI/NIPE).
2. In the first instance, the USIB with the help of its committees can provide the DCI directly the essential facts, needs and views of the responsible heads of all components of the intelligence community. This authoritative input from the interested professionals in the entire field would appear to be a prerequisite to practical and informed decisions by the DCI.
3. Separately, however, an independent and objective overall analysis by a staff reporting only to the DCI is necessary to develop and weigh alternative options from a national viewpoint. Such critical scrutiny enables the DCI to balance intelligence needs against overall policy considerations and resource availabilities from his vantage point as a Presidential advisor and agency head.
4. The combination of these two types of advice and assistance can provide the DCI with well-rounded and fully qualified support in discharging his responsibilities for coordinating and guiding the intelligence effort.
5. In response to the second question as to means of achieving more effective support to the DCI, it is believed that two of the most basic and interrelated requisites are:

- a. A strong leadership role for the USIB committee chairmen in assuring that

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their committees utilize a cost effectiveness approach toward the conduct of their duties.

- b. Adequate data and facilities available to the DCI's NIPE staff to perform systematic and timely analyses of the program and resource implications of intelligence requirements and plans.

6. Both of these needs should be better met as a result of the increasingly close relationship and collaboration being established in accordance with the DCI's wishes by you and your NIPE staff members with the USIB committee chairman, especially those concerned with requirements for major programs involving substantial resources. In particular, improved support to the DCI and USIB should be provided through a strengthening of the facilities available to the chairman of committees for systematic analysis of crucial requirements/resources problems in such fields as those dealt with by CCPC, SIGINT, COMOR and CODIB.

**SIGNED**

**JAMES S. LAY, JR.**  
**Executive Secretary, USIB**

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